HOUSING DEVELOPMENT CORPORATION OF SALT LAKE CITY

Meeting Location: 1776 S. West Temple, Salt Lake City, Utah or Electronic Video or Phone Conference

BOARD MEETING:

Monday, August 25, 2025
11:00 am – 2:00 pm

WEB OPTIONS:

https://housingauthorityofsaltlakecity.my.webex.com/housingauthorityofsaltlakecity.my/j.php?MTID=m26bf098681826cd472f5edc80b60587b

OR

https://signin.webex.com/join Then enter
Meeting number: 2554 756 5366
Password: 1776

PHONE OPTION:

Dial 1-650-479-3208 Access Code: 2554 756 5366 Password: 1776

If you need assistance connecting to the meeting remotely call 801-608-3394 during the scheduled time. Please call 801-428-0600 for more information or to request a meeting recording

Board Members

Mike Pazzi, Chair

Bill Davis, Vice Chair
Phil Bernal, Board Member
Palmer DePaulis, Board Member
Darin Mano, Board Member

Tess Clark, Resident Board Member
Brenda Koga, Board Member
Fraser Nelson, Board Member
Dave Manell, Board Member

BOARD MEETING AGENDA

1. Roll Call

2. Public Comment – *each participant will be allowed 3 minutes for comment.*

3. Motion to Approve HDC Open Meeting Minutes of June 30, 2025 (attachment)- Board Chair/ *3 minutes* *Page 1*

4. New Business

A) ADOPT AND APPROVE RESOLUTION #878-2025 TO ESTABLISH A COUMMUNITY LAND TRUST, adopt related polices, and to ratify or approve all required actions for the establishment of a Community Land Trust. (attachments) *President, Daniel Nackerman and General Counsel, Clay Hardman / 15 minutes.* *Page 7*

B) AUTHORIZE WRITE-OFFS OF CERTAIN ACCOUNTS AND BAD DEBT THRU MAY 2025. (attachments) *Deputy Executive Director, Kim Wilford and CFO, Jennifer Nakao / 15 minutes.* *Page 43*

C) CONSIDER AND ACCEPT FISCAL YEAR 2025 FINANCIAL STATEMENTS THROUGH JUNE. (attachments) *Deputy Executive Director, Kim Wilford and CFO, Jennifer Nakao / 15 minutes.* *Page 45*

Reports

A) Key Performance Indicator Report, Property Mgt: Deputy Director, Zac Pau'u *Page 47*

5. Unfinished Business (none)

6. Tentative Closed Session (none)

The Board will consider a motion to enter into Closed Session. A closed meeting may be held for specific purposes including, but not limited to:

a) Discuss Strategy with Respect to Purchase/Sale of Real Property

b) Discuss the Character, Professional Competence, or Physical or Mental Health of an Individual

c) Discuss Strategy with Respect to Pending or Reasonably Imminent Litigation

A closed meeting may also be held for attorney-client matters that are privileged pursuant to Utah Code § 78B-1-137, and for other lawful purposes that satisfy the pertinent requirements of the Utah Open and Public Meetings Act.

One or more Commissioners of (HAME/HDC) may participate via telephonic conference originated by the President and within the meanings accorded to Utah Law, the meeting may be an Electronic Meeting, and the Anchor Location shall be located at 1776 South West Temple, Salt Lake City, Utah. In compliance with the Americans with Disabilities Act, persons requesting special accommodations during the meeting should notify HAME/HDC not less than 24 hours prior to the meeting.

7. Adjournment

Housing Development Corporation of Salt Lake City

Report Provided by: Board Chair
Department: Commission

Item: Meeting Minutes of June 30, 2025

August 25, 2025

Housing Development Corporation

BACKGROUND:

Review and revise/approve meeting minutes from Open Meeting of August 25, 2025.
(Attached)

RECOMMENDATION:

Approve the meeting minutes of August 25, 2025.

DRAFT

HOUSING DEVELOPMENT CORPORATION OF SALT LAKE CITY
Housing Authority of Salt Lake City
Salt Lake City, UT

Monday, June 30, 2025
1:50 p.m. – 1:56 p.m.

The meeting of the Board Members of the Housing Development Corporation of Salt Lake City was held on Monday June 30, 2025, from 1:50 p.m.- 1:56 p.m.

Board Members in Attendance
Michael Pazzi, Chair
Brenda Koga, Board Member
Fraser Nelson, Board Member
Tess Clark, Resident Board Member
Darin Mano, Board Member
Bill Davis, Vice Chair

Boad Members Excused
Palmer DePaulis, Board Member
Phil Bernal, Board Member

Staff in Attendance
Daniel Nackerman, Executive Director
Kim Wilford, Deputy Executive Director
Britnee Dabb, Deputy Director
Paul Edwards, Agency Attorney
Jennifer Nakao, Chief Financial Officer
Zac Pau'u, Deputy Director
Jackie Rojas, Section 8 Director
Vicci Jenkins, Deputy Director of Property Management
Kelly Walsh, Senior Housing Analyst (via Webex)
Angel Myers, Administrative Executive

Legal Counsel in Attendance
Clay Hardman, Gilmore & Bell

Chair Pazzi convened the regular meeting of the Housing Development Corporation of Salt Lake City (HDC)

Roll Call

Public Comment
None

MOTION TO APPROVE HDC OPEN MEETING MINUTES OF APRIL 28, 2025

Motion

Board member Mano made a motion to approve the **HDC Meeting Minutes of April 28, 2025**. Board member Clark seconded. The motion passed unanimously with Board Members, Pazzi, Davis, Mano, Clark, Nelson, and Koga all voting in favor. There were no objections or abstentions.

New Business

A) AUTHORIZE WRITE-OFFS OF CERTAIN ACCOUNTS AND BAD DEBT THRU APRIL 2025. (attachments*) Deputy Executive Director, Kim Wilford and CFO, Jennifer Nakao / 15 minutes.*

Dan: Write offs are only $965, with the two HDC properties.

Mike: Do I have a motion to authorize?

Motion

Vice Chair Davis made a motion to **AUTHORIZE WRITE-OFFS OF CERTAIN ACCOUNTS AND BAD DEBT THRU FEBRUARY 2025.** Board Member Clark seconded. The motion passed unanimously with Board Members, Pazzi, Davis, Mano, Clark, Nelson, and Koga all voting in favor. There were no objections or abstentions.

B) CONSIDER AND ACCEPT FISCAL YEAR 2025 FINANCIAL STATEMENTS THROUGH APRIL. (attachments) *Deputy Executive Director, Kim Wilford and CFO, Jennifer Nakao / 15 minutes.*

Dan: The properties are in good shape, net residual income of a $192,000 that's $40,800 more than we had planned through April and NO action necessary. We've had some physical issues at Ben Albert that have been taken care of in the last couple of years again this is NO action necessary.

Motion

No motion is needed, only to consider and accept the report.

Reports

A) Key Performance Indicator Report, Property Mgmt.: Deputy Director

Zac: Commissioners we closed the month of May with an 89.4 % occupancy rate for the HDC portfolio. This is due to a dip in occupancy at riverside and we've been marketing mostly heavily getting back on track. 96% of the work orders for the month of May have been completed. We had an average days vacant of 14 and a 2% delinquency rate.

Mike: You're slipping. Okay, that's it for HDC.

Darin: Wait, does HDC get dissolved after those two properties go through the RAD?

Dan: Oh, they're not going through RAD. And then secondly, it was almost on this agenda. We've been working very hard on starting a community land trust. And we're counting on the HDC making a major role we've discussed it at the SOC owned.

Darin: The RAD are only HASLC, HAME…

Dan: Yeah, and they're only a really old public housing program.

Darin: Okay. Sorry,

Dan: That's ok.

Darin: Take back my question.

Tess: Do you have an update on the sign for Pamela's Place yet?

Vicci: I will get you an update for the sign on Pamela's Place. I think about that on a daily basis.

Tess: Then I have another question or another comment. You know how you had brought up the, the idea about somehow revamping Jefferson's circle?

Dan: Yes.

Tess: Okay, I did a walk around over there, ok your stucco is damaged, quite damaged on your lower portions and some of it needs to be removed you have a lot of water damage. If you wanted to revamp it and do something similar to your other apartment building, like next to it, if you wanted to either do like natural stone or culture stone, which is sort of like a liquamous stickem like that. And to fix some of the damage, if you were to even it out and fix some of the damaged portions of the cycle, you have to like pull it out, reframe it, replace it in and then stucco it out. If you want to go four up to like 4 ft high and put that in and go with the kind of a stone finish, you're looking at 32 to $38 per square foot. If you want to do that kind of look, if you want to do brick, it would cost more. This is material and labor.

Vicci: We have exterior building work at 75000 coming out of reserves for this year that is already budgeted and set aside for work to be done on that exterior the buildings.

Tess: Okay I'm just saying so that's yeah probably about the same amount.

Dan: Yeah, we're gonna try to make those homeownership town homes. But it was crappy stucco to start off with. Well, yeah, you're but you're right, it's gonna be extensive.

Tess: Yeah.

Dan: Probably dry rocks.

Tess: Yeah, it is you got you have that you have to put right hand.

Bill: What's the water damage from sprinklers or?

Dan: No, it was just a chinsy design to begin with. I don't know this for sure, the windows were kind of cheap aluminum, they didn't have any protection from the water.

Tess: Typically, you find dry rot underneath each window, the gutter, a down stall system.

Dan: Well, just cheaply built. And it's in an obscure program we're trying to get it out of.

Tess: We get contractors. I got my list.

Pazzi adjourned the HDC Meeting adjourned at 1:56 p.m.

Michael Pazzi, Chair

Daniel Nackerman, President, HAME

Housing Development Corporation
Staff Report

Housing Development Corporation

Report Provided by: President, Daniel Nackerman
Department: Executive Director

Item: Resolution # 878-2025 Formation of a Community Land Trust

August 25, 2025

BACKGROUND:
HASLC has been pursuing ways to provide "first time" homeownership for almost two years, since the Commission placed it as a long-term goal within its Development Strategy sessions some time ago (published as the outline "Principles for Development").

One of the tools researched for this goal was a Community Land Trust (CLT) which have existed in the U.S. for well over 100 years and which have gained new momentum over the past 15 years - as a way for buyers to enter "the American dream" thereby launching in most cases more stable housing and a long term investment impacting the lives of those new ownership households positively and exponentially.

The basic premise is that land underneath structures remain commonly owned by a CLT or related entity and that structures are sold and resold over time without the land transferring with the sale. Therefiore, in most cases the "homes" are well below market (without the land value) and that creates entry opportunity for persons with more modest incomes that simply cannot buy a market rate home.

Note that the land is often packaged as a 99-year lease to the present owner of the home and some banks recognize this as enough security to create a typical mortgage.

Very wide variations exist in CLT's as to how to create home ownership such as controlled equity when reselling, lending structures, common decision making for the CLT, etc. It is important to note that those structures and guiding decisions are not needed at this stage in the formation.

ANALYSIS:
Local, regional and state momentum is mounting for the development and funding of entry level homeownership here as the normal market remains further out of reach for possible new buyers. As a direct example, several new CLT's have formed in the SLC area, the city and state have funded new first-time homebuyer ventures recently, and banks/lenders are aggressively pursuing this emerging market. The impacts of ownership (vs. rental) to a household and on neighborhoods are also more recognized.

HDC seems an ideal entity to start this new venture as it is a 501 (c) (3) non-profit that has existed for years; it has an operating management and Board structure; and it meets the overall HDC mission of affordable housing - and of gathering resources to create such.

By far the most difficult part of launching a CLT is the initial investment into what could be described as "the land" because the funding to pay for that initial stage doesn't arrive to be repaid for many years – if ever.

Therefore, public entities with public resources such as HA's, municipalities, states and the federal government are a possible source. As importantly, entities with existing land can often jump that first hurdle – as a prime example HASLC will likely be owner of the land under its headquarter office(s) at no cost when the recently launched HUD disposition of Public Housing program properties is completed. Another possibility for homeownership at HASLC would be the conversion of the Jefferson Circle townhomes to ownership – through the regulatory hurdles to do so are expensive. At developing projects under HAME and HDC the CLT could also be a tool for new homeownership.

STEPS:
The first step is the research and analysis of the concept which our staff and General Counsel have been periodically engaged in for over a year.

The next step is the actual formation of the entity along with the operational and oversight structure of the entity. No dedicated funding is needed at this time though careful tracking of staff time spent on the CLT will be recorded. Note that in launching this, little or no risk exists at this time or in the near future. In fact it may serve as a recipient entity for new funding, specifically from the state of Utah or from philanthropic sources.

RECOMMENDATION:
Adopt Resolution # 878-2025 to establish a Community Land Trust, adopt related policies, and to ratify or approve all required actions for the establishment and operations of a Community Land Trust.

Community Land Trusts:
How do they work?

LAND

Land is owned by the Community Land Trust, which is governed by a non-profit board.

BUILDINGS

Builings (residential or commercial) are owned by individuals. Because they pay only for the structure and not the underlying land, purchasing the building is more affordable.

GROUND LEASE

A 99-year ground lease between CLT and owner ensures owner-occupancy and responsible use and outlines fees paid to the CLT.

RESALE FORMULA

A resale formula built into the ground lease is designed to keep homes affordable for subsequent buyers.

A FEW COMMUNITY LAND TRUSTS IN THE U.S.

Community Land Trust

1910 Aga Drive-Suite 206 Alexandria MN 56308

Website: https://wcmca.org/

Church Community Housing Corporation Community Land Trust

50 Washington Square Newport RI 2840

Website: http://cchcnewport.org/

Northern California Land Trust

3120 Shattuck Ave. Berkeley CA 94705

Website: http://www.nclt.org/

Evergreen Land Trust

3231 Hillside Road Deming WA 98244

Website: http://www.evergreenlandtrust.org/

Scott County Community Land Trust

323 Naumkeag St. S Shakopee MN 55379

Website: https://scottcda.org/

Valley Community Land Trust

PO Box 1552 Greenfield MA 1301

Website: http://www.vclt.org/

Covenant Community Land Trust

21 School House Road Orland ME 4472

Website: https://mainecclt.org/

Woodland Community Land Trust

469 Roses Creek Rd Clairfield TN 37715

Website: https://www.facebook.com/woodlandcommunitylandtrust/

Berkshire Community Land Trust/Community Land Trust in the Southern Berkshires

140 Jug Rd Great Barrington MA 1230

Website: http://www.berkshirecommunitylandtrust.org/

Guadalupe Neighborhood Development Corporation

813 East 8th St. Austin TX 78702

Website: http://www.guadalupendc.org/

Good Land Trust

167 W Allegheny Avenue Philadelphia PA 19140

Website: http://www.hacecdc.org/

Bolinas Community Land Trust

6 Wharf Rd #8 Bolinas CA 94924

Website: https://www.bolinaslandtrust.org/

Champlain Housing Trust

88 King Street Burlington VT 5401

Website: http://www.getahome.org/

Commonwealth Land Trust

1059 Trentmont Street Boston MA 2120

Website: http://www.commonwealthlandtrust.org/

Thistle Community Land Trust

6000 Spine Road Boulder CO 80301

Website: http://www.thistlecommunities.org/

Falmouth Housing Trust

200 Main Street Falmouth MA 2541

Website: http://www.falmouthhousingtrust.org/

Durham Community Land Trust

1208 West Chapel Hill St. Durham NC 27701

Website: http://www.dclt.org/

Washington Community Housing Trust

16 Church Street New Preston CT 6777

Website: https://washingtonhousingtrust.org/

Albany Community Land Trust

255 Orange St. Albany NY 12210

Website: http://www.albanyclt.com/

Dudley Neighbors Inc.

550 Dudley St. Roxbury MA 2119

Website: http://dudleyneighbors.org/

Worcester Common Ground

5 Piedmont Street Worcester MA 16010

Website: http://www.wcgcdc.org/

Long Island Partnership Housing Development Fund Community Land Trust

180 Oser Avenue, Suite 800 Hauppauge NY 11788

Website: http://www.lihp.org/clt.html

Bread and Roses Community Land Trust

15 Union St. Lawrence MA 1840

Website: http://brhousing.org/

Of People And Land (OPAL) Community Land Trust

286 Enchanted Forest Rd Eastsound WA 98245

Website: http://www.opalclt.org/

Litchfield Housing Trust

PO Box 1121 Litchfield CT 6759

Website: http://litchfieldhousingtrust.c

OTHER EXAMPLES OF CLTS IN UTAH

MOUNTAINLANDS
COMMUNITY HOUSING TRUST

NeighborWorks®
MOUNTAIN COUNTRY
HOME SOLUTIONS

SALT LAKE CITY

UTAH COMMUNITY
LAND TRUST

NeighborWorks®
SALT LAKE

CLT Example

Utah Community Land Trust is taking action by:

- Building a sizable portfolio of permanently affordable housing
- Providing effective stewardship services for the resale-restricted, owner-occupied homes to be developed by UCLT and others
- Creating a favorable environment for community land trust development by promoting public policy, community engagement and fundraising

UCLT is responsible for all of the functions necessary to bring permanently affordable homes to fruition from acquisition of land for development or existing units, development or rehabilitation, marketing of homes to income-qualified working families, educating prospective buyers about the rights and obligations of homeownership, monitoring and enforcing homeowner compliance, managing resales and intervening in cases of homeowner mortgage default. UCLT performs these functions directly or through its partners such as Habitat for Humanity or Neighborworks.

"Housing is absolutely essential to human flourishing. Without stable shelter, it all falls apart."

—Matthew Desmond

CLT Example

Utah Community Land Trust Provo Approach

1. UCLT acquires the land and maintains ownership of it permanently with prospective homeowners entering into a ninety-nine-year renewable lease of the land.
2. UCLT provides below market opportunities for moderate income buyers and supports the new homeowner to maintain long-term homeownership. In return, the homeowner agrees to sell the home at a resale-restricted price according to the ground lease so another moderate income homebuyer will become a homeowner. Consequently, the homeowner is able to successfully own a home and build wealth from the investment, while UCLT is able to preserve the public/private investment in the affordable home permanently to help family after family.
3. When the homeowner decides to sell the resale formula is used to determine the resale value. UCLT's resale formula permits homeowners to realize 1.5% per year up to 25% of the appreciated value of the home.

COMMUNITY LAND TRUSTS: PRESERVING AFFORDABILITY

KAITLIN MYERS
MOAB AREA COMMUNITY LAND TRUST

WHAT IS A LAND TRUST?

The purpose of a Community Land Trust is to create permanent affordability

CLTs retain **ownership** of the land and lease it to homeowners under a **99-year ground lease**

CLTs set **restrictions on the land** and offer **stewardship to residents** to continue affordability and stability

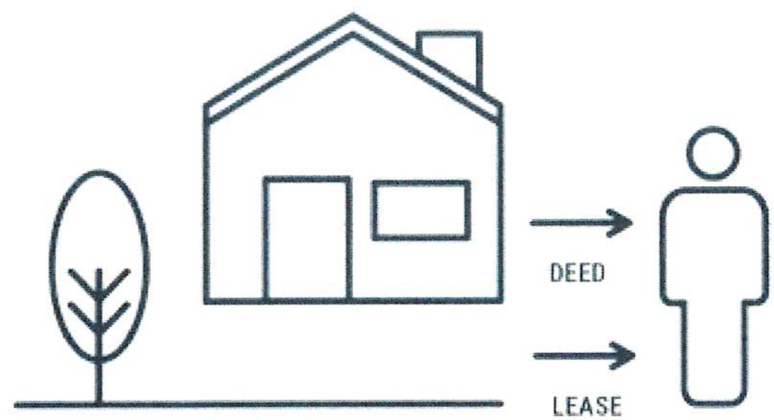
CLTs create **lasting community assets** and retain **public investments**

MARKET VS. CLT

TRADITIONAL PURCHASE

In traditional Real Estate transactions, the homeowner owns the house and the land that it sits on.

COMMUNITY LAND TRUST



The CLT separates ownership of the land from the buildings that sit upon it. The CLT retains ownership of the land and leases it to the homeowner.

MOST CLTS ARE CREATED BY SOME SORT OF SUBSIDY

Philanthropic Gift

Municipalities Using Tax Dollars

Incentive Financing to Buy Land

Other Types of Funding

IN ORDER TO CREATE A SPACE FOR FAMILIES TO OWN THEIR HOME

BENEFITS OF COMMUNITY LAND TRUSTS: **PERMANENT AFFORDABILITY**

"HOT" MARKETS

- Affordability for modest sized homes is out of reach
- The "affordability gap" increases as the market price of homes in an area increase
- Wages stay flat or don't increase as fast as house prices

OPEN MARKETS

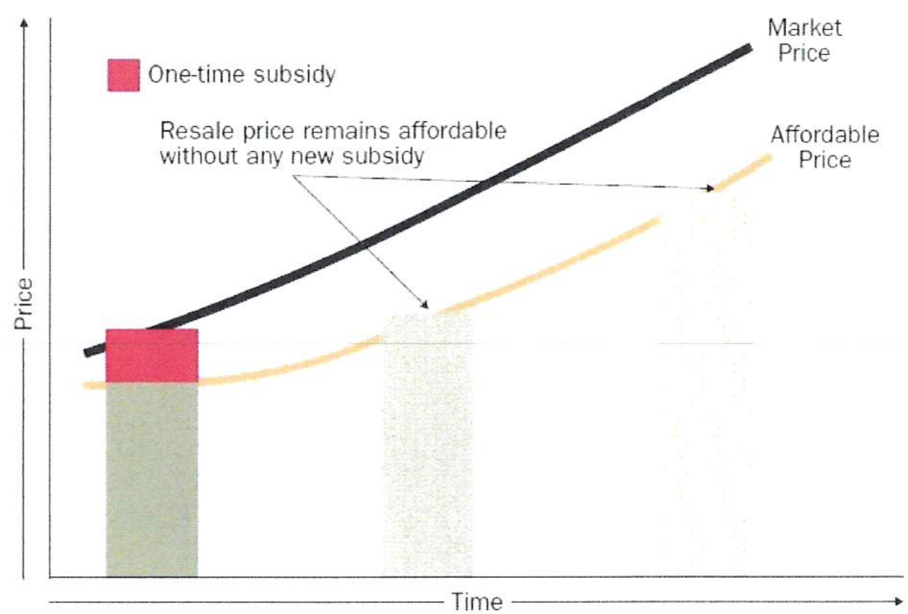
- Programs (MSH, CROWN, LIHTC) help the affordability gap
- Some get moved to the open market over time
- Once in the open market, affordability can be lost quickly

AFFORDABILITY IN PERPETUITY

- It's possible to do many types of affordable housing on CLTs
- Also allows the affordability component to stay in place

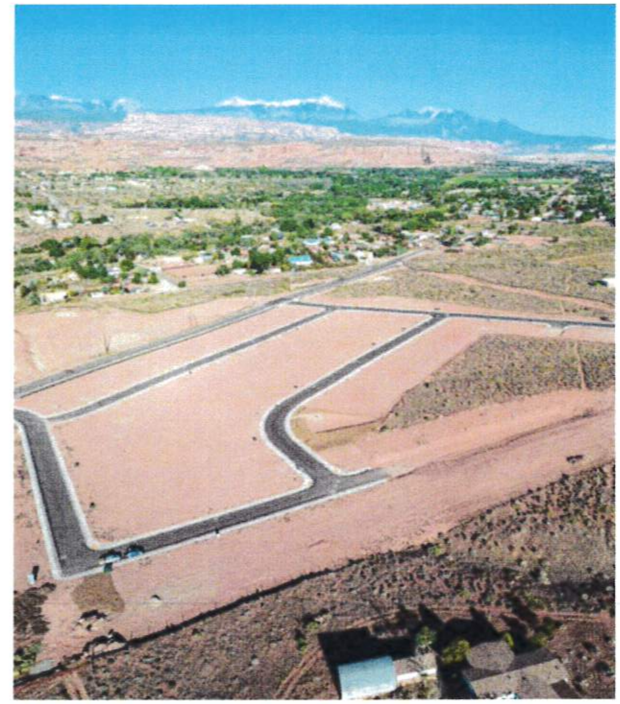
AFFORDABILITY LIFE CYCLE

Subsidy only needed one time to create a lower base price at the beginning which requires less subsidy over the lifetime of the home.

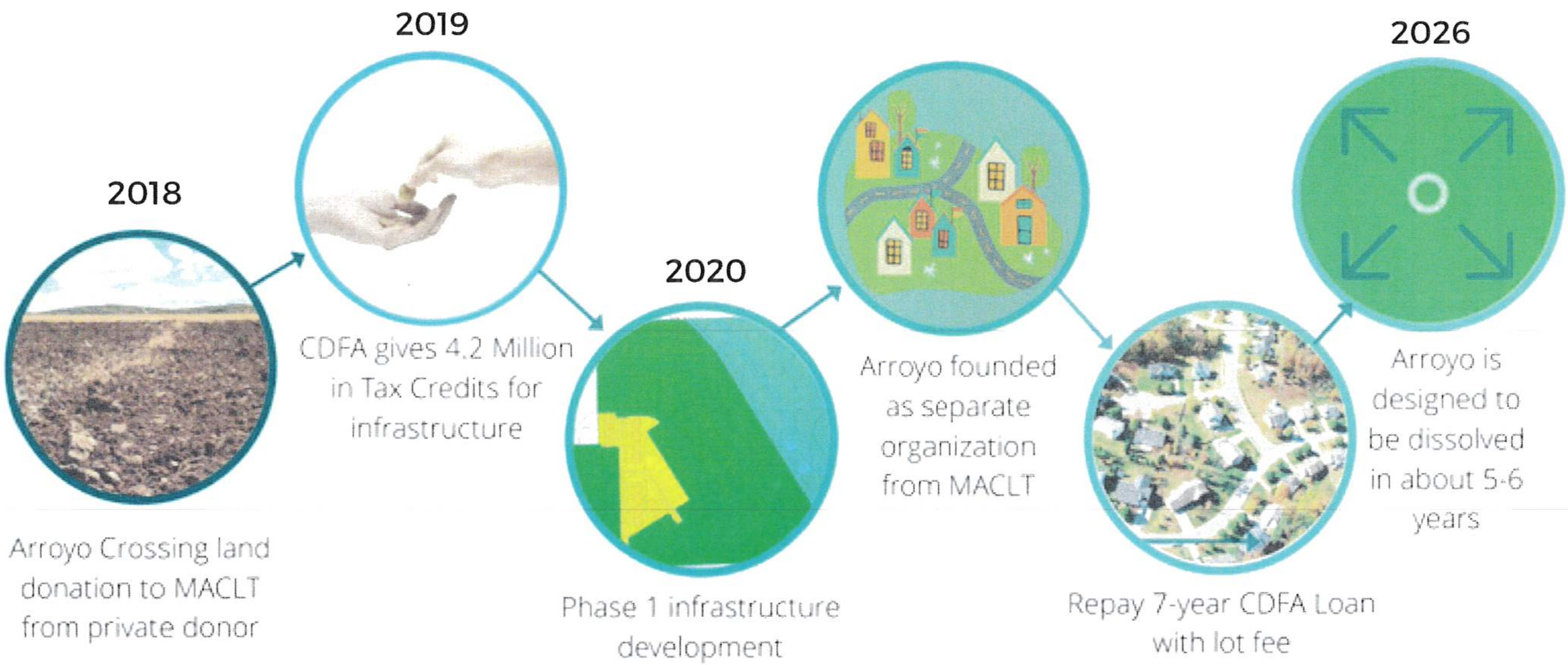


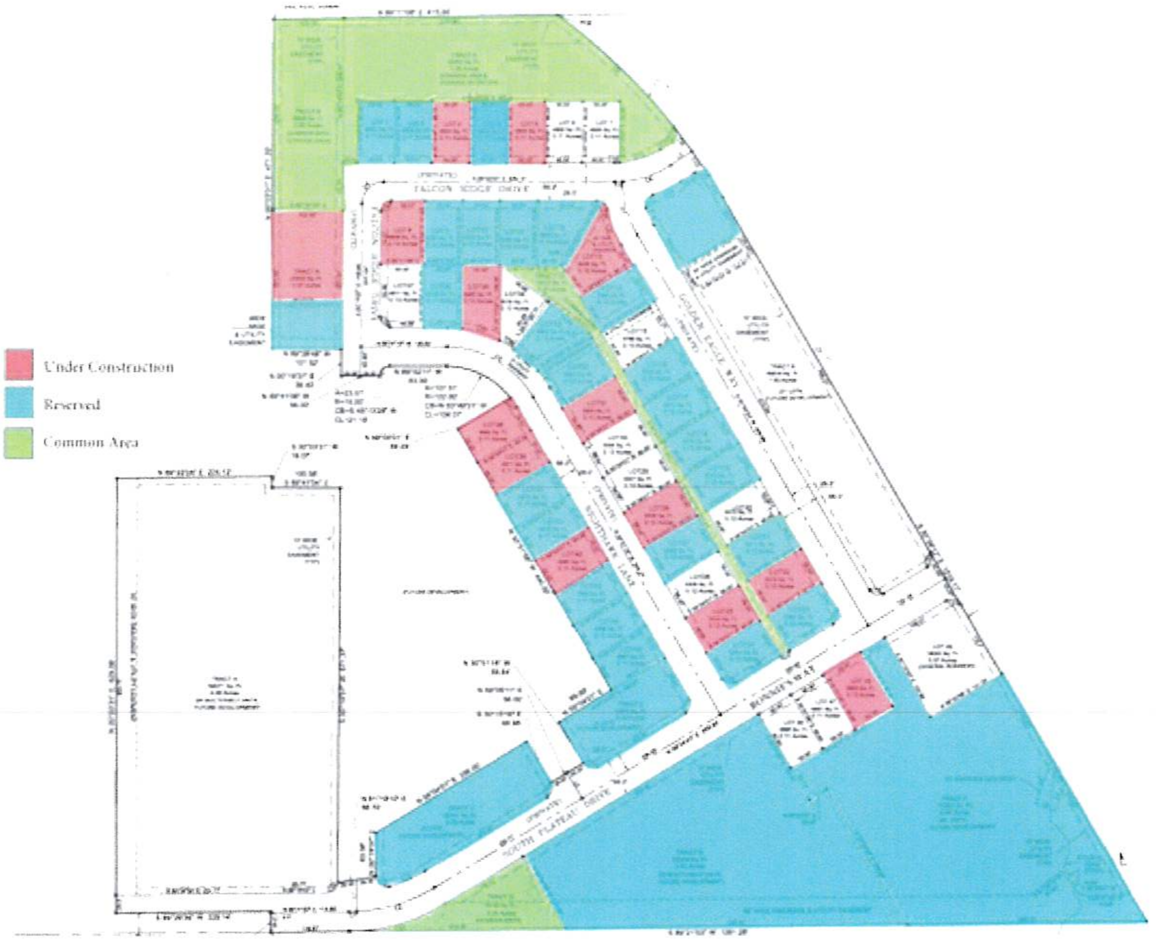
MACLT
- EST 2012 -

CASE STUDY: ARROYO CROSSING



ARROYO CROSSING DEVELOPMENT





OCCUPIED!

17 Single Family

UNDER CONSTRUCTION

16 Single Family
12 Twinhomes

RESERVED

10 Single Family
24 Cottages
32 Multifamily

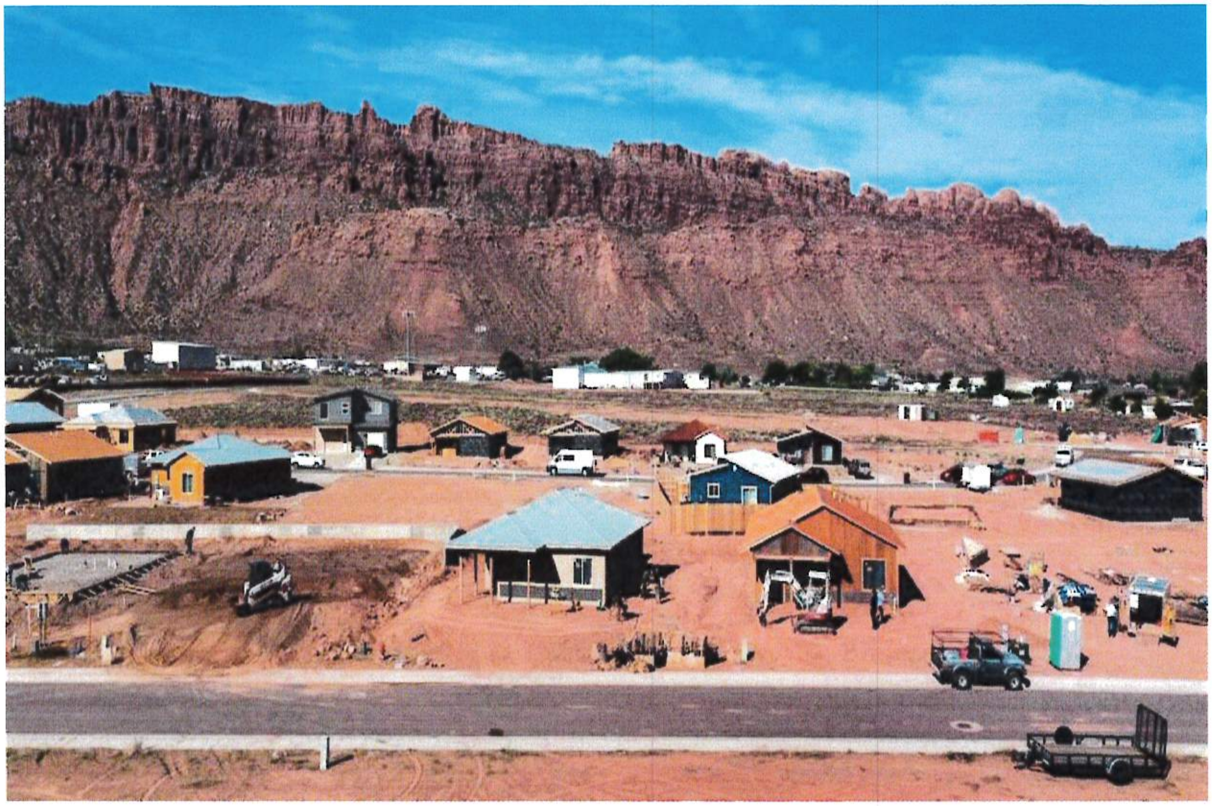
REMAINING

11 Single Family
27 Townhomes
84 Multifamily
1 Commerical

CLT ARTICLE
6/22/23

They own the house, but not the land under it. How this model is making homeownership attainable.

Community land trusts are popping up across Utah as nonprofits and cities rethink how to make housing more affordable.



(Leah Hogsten | The Salt Lake Tribune) The Arroyo Crossing housing development, built on acreage owned by the Moab Area Community Land Trust, provides permanent affordable housing to some of Moab's families and individuals who could not otherwise afford a home, May 16, 2023.

By Sofia Jeremias

| June 22, 2023, 6:00 a.m.

This story is part of The Salt Lake Tribune's ongoing commitment to identify solutions to Utah's biggest challenges through the work of the Innovation Lab.

• Kari Taylor Schreck's home, which she shares with her husband Jay, is filled with various shades of blues — from a deep navy to a bright turquoise. Paintings of desert landscapes with endless horizons line the walls. It is bright and cool and outside each window there's a view of the red rock that millions of tourists travel to the town each year to see.

The Moab home is not only a quiet and lovely refuge from the desert heat, but part of a growing archipelago of affordable dwellings in an increasingly unaffordable community.

After building the house and securing a loan through the U.S. Department of Agriculture, the couple moved in November 2022.

While they are homeowners, they don't own the land — they pay a $60 monthly fee to lease it.

(Leah Hogsten | The Salt Lake Tribune) Arroyo Crossing homeowner and artist Kari Taylor Schreck loves the light and spaciousness of her 1500 square-foot, energy efficient home, which she shows on May 16, 2023. The Arroyo Crossing housing development, built on acreage owned by the Moab Area Community Land Trust, provides permanent affordable housing to some of Moab's families and individuals who could not otherwise afford a home.

(Leah Hogsten | The Salt Lake Tribune) Members of Community Rebuilds in Moab hold an impromptu meeting during the construction of an Arroyo Crossing home. The Arroyo Crossing housing development, built on acreage owned by the Moab Area Community Land Trust, provides permanent affordable housing to some families and individuals who could not otherwise afford a home, May 16, 2023.

“I think all nonprofit community developers are thinking about land trusts because of the cost of land and the cost of development,” said NeighborWorks CEO Maria Garciaz.

“You build wealth for families through homeownership,” Garciaz said. Shared equity might not build as much wealth as traditional ownership structures, but Garciaz said it’s still a good first step.

There are some downsides to the CLT model that NeighborWorks Salt Lake is still working out.

“When we buy the land, we use our own money,” said Garciaz, “We tie up that money for 99 years, so it prevents us from continuing to buy land to do other projects.”

NeighborWorks Salt Lake hopes to partner with municipalities that could provide grants to purchase land or hold the land in a trust to free up funds.

3

While families who move into a home in a community land trust might not get a huge return on their investment, a later sale can provide enough for a downpayment on an unsubsidized, market rate home.

"And the beauty of the model is that the original home that they sold is still affordable for another low- and moderate-income family who needs a home," Pickett said. "So we've created this stock of permanently affordable housing that serves multiple families over time, which is the advantage that this approach has over some of the other more traditional homeownership subsidy programs."

Utah's history with land trusts

Utah's first community land trust began in Park City.

The ritzy ski town has struggled with housing affordability for decades, said Scott Loomis, who served as the executive director of Mountainlands Community Housing Trust from 2001 to 2021. The organization was founded in 1993 and its first project focused on creating affordable housing requirements in Deer Valley, Loomis said.

The nonprofit started building and acquiring homes in the early 2000s and often utilized deed restrictions that limited prices and potential buyers. "We looked at every possible model and every possible way to do it," Loomis said.

A developer donated land to Mountainlands around 2010 and the trust decided to retain the value of the land. When tackling housing affordability, "you just have to grind away with utilizing all the resources that are out there," Loomis said. "And the CLT is just a model that works in certain situations."

In the capital city, NeighborWorks Salt Lake recently started a community land trust. The nonprofit is considering placing two projects in the trust. The nonprofit has long focused on building wealth for families through homeownership, although the skyrocketing cost of land in the county has made their mission increasingly difficult.

A

national nonprofit focused on community land trusts and other affordable housing programs.

Slater and C.B. King, cousins of Martin Luther King Jr., helped establish the first community land trust, New Communities, in 1969 to help Black farmers facing eviction notices after advocating for equal rights, Pickett said.

"They needed to do something to intervene in that process," he said. The brothers traveled to Israel to learn about the kibbutz and adapted some of the ideas to work in the rural South.

It's important to understand "the history of inequity and racial bias that was baked into the housing policies of the federal and state and local governments over decades," Pickett said. Policies that "really disadvantaged Black and other communities of color from actually owning land and enjoying the benefits of homeownership."

(Leah Hogsten | The Salt Lake Tribune) Arroyo Crossing homeowner Janis Adkins loves the energy efficiency of her straw bale and cellulose constructed home, which she shows on May 16, 2023. Adkins was able to personalize her kitchen with tiles she fancied and a mahogany island top. The Arroyo Crossing housing development, built on acreage owned by the Moab Area Community Land Trust, provides permanent affordable housing to some families and individuals who could not otherwise afford a home.

(Leah Hogsten | The Salt Lake Tribune) Builders at work on the Arroyo Crossing housing development, built on acreage owned by the Moab Area Community Land Trust. Moab is one of several cities in Utah providing permanent affordable housing to some families and individuals who could not otherwise afford a home, May 16, 2023.

Across Utah, middle-class families are struggling to edge their way into homeownership. In the last five years, housing prices in Utah roughly doubled, outpacing incomes and inflation, according to a February policy brief published by the Kem C. Gardner Policy Institute at the University of Utah. The same brief noted that in 2022 the income required to finance the median-price, single-family home rose to $183,257.

As the affordable housing crisis deepens, cities across Utah are rethinking the traditional models of achieving homeownership.

Community land trusts are one of several tools that could alleviate the crisis.

"The beauty of the organization of a community land trust is that people are buying the home but not the land underneath it," explained Anthony Flint, senior fellow at the Lincoln Institute of Land Policy. "If you take the land out of the equation then you're dealing with a different scenario in terms of the cost and the price of the home."

Advocates of the model estimate there are between 240 and 260 community land trusts across the nation — from tiny coastal towns in California to dense eastern cities, and interest is growing.

The Tribune found five communities here — from Utah to Washington counties that are either exploring, building or operating a community land trust.

What is a community land trust?

Community land trusts do what their name implies — they hold land in a trust. Unlike land trusts that preserve open spaces, CLTs preserve affordability.

The nonprofit or municipality that owns the trust issues a long-term lease on the land (often for 99 years) and people buy the home on top of that land. When and if the homeowner decides to move, there's a cap on how much they can sell the house for — ensuring that the property remains affordable in perpetuity.

"It's a place for people to live," Flint said. "There's no house flipping or overcharging of rents."

The model for community land trusts emerged from Albany, Ga., during the civil rights movement, said Tony Pickett, the chief executive officer for Grounded Solutions — a

The land is owned by the Moab Area Community Land Trust, a nonprofit whose mission is to provide permanent affordable housing for residents in Grand County, Moab and northern San Juan County.

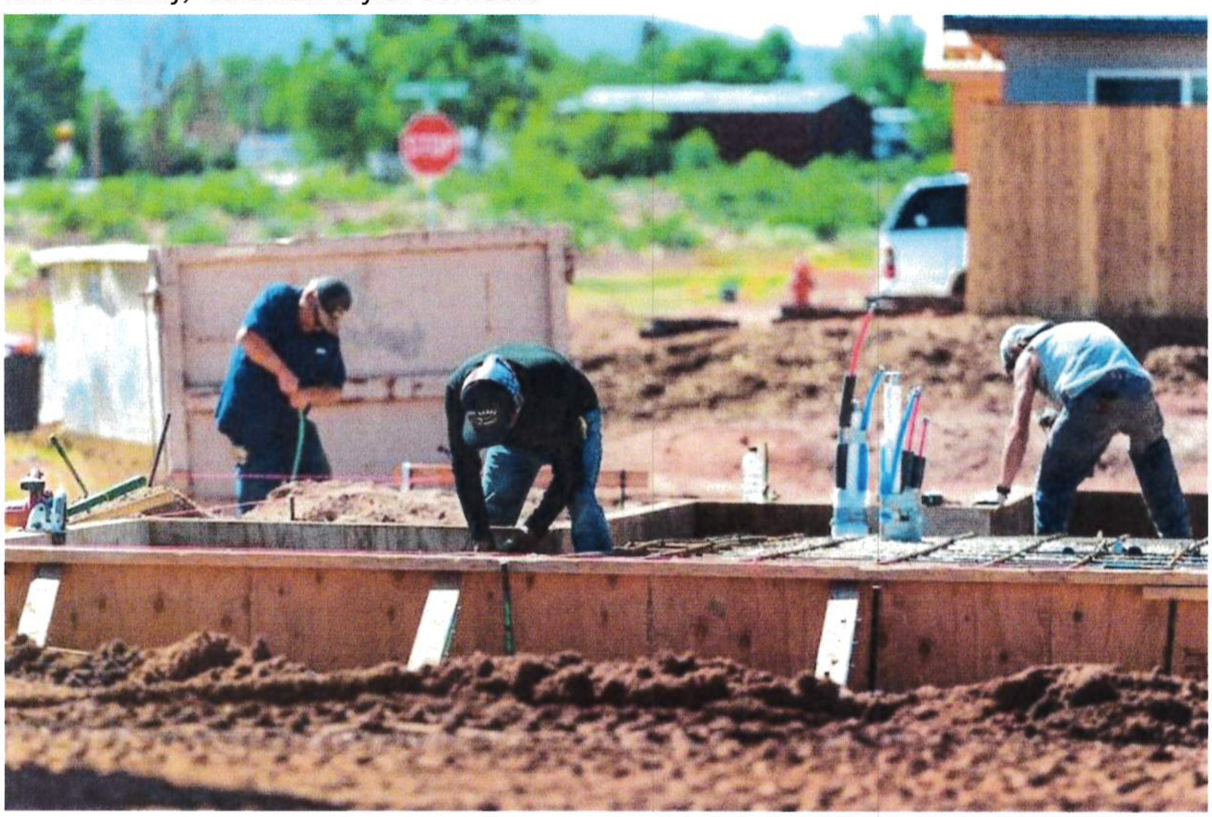
The organization's first project, Arroyo Crossing, where the Schrecks live, is on about 41 acres of donated land a few blocks off U.S. Highway 191 on the south side of town. The plan is to turn the land into a 300-unit subdivision with single family homes, townhomes, cottages and apartments. In mid-June, about 25 units were occupied.

"We had our first homeowners move in September of last year," said Kaitlin Myers, executive director of the Moab Area Community Land Trust. "It was a day that I will never forget for the rest of my life."

The trust is working with developers and other nonprofits. The single family homes built in the first phase all utilized the USDA mutual self-help program that two affordable housing nonprofit builders, the Housing Authority of Southeastern Utah and Community Rebuilds, administered. The Utah Housing Corp. is building 24 one- and two-bedroom cottages in Arroyo Crossing.

The people taking advantage of the program range from river guides to city workers.

"People who are the backbone, the workforce of Moab, get a chance to have a home and raise a family," said Kari Taylor Schreck.



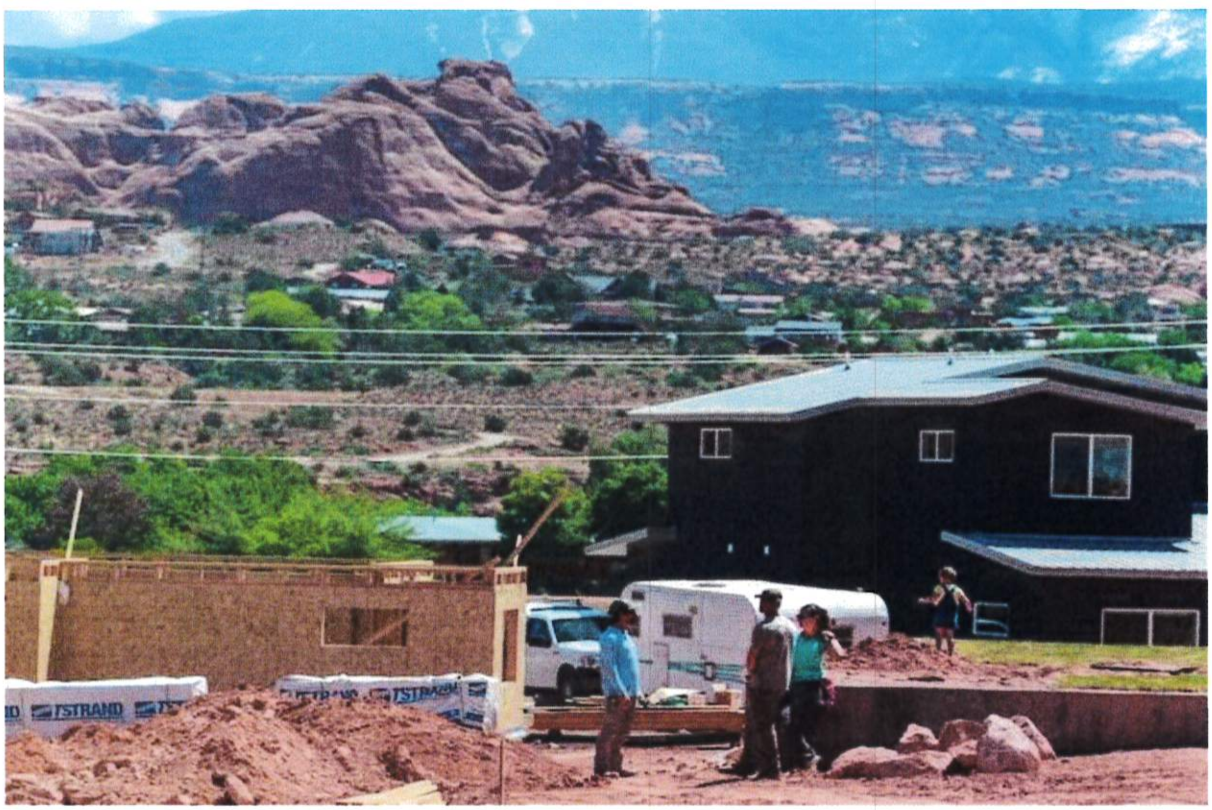
The Salt Lake City Council authorized the creation of a community land trust in 2017, said Blake Thomas, director of the Department of Community and Neighborhoods.

Homes in the community land trust aren't congregated in one development like in Moab, but scattered throughout the city — primarily on the west side and in central city.

"The homebuyer purchases the housing improvements, which is just another way of saying the home, and enters into a ground lease on the city's land at a below market rate," Thomas explained. Those ground leases are typically $50 a month.

The city also has a mortgage assistance program for those making 80% of the area median income — $76,350 for a family of three — and below. The city oversees more than 200 mortgages with an option to buy the home back if the owner decides to sell within 15 years. When the city decides to do a buyback, it can place that home in the trust, Thomas said.

There are currently 18 single family homes and properties in the Salt Lake City community land trust.



(Leah Hogsten | The Salt Lake Tribune) The Arroyo Crossing housing development, built on acreage owned by the Moab Area Community Land Trust, provides permanent affordable housing to some families and individuals who could not otherwise afford a home, May 16, 2023.

The Provo City Housing Authority is also looking into starting a community land trust. Just six months ago a group in Washington County created the Southwest Utah Community Land Trust. Negotiations to acquire land are underway.

“Everybody just loves the idea,” said Sharlene Wilde, executive director of NeighborWorks Mountain Country Home Solutions. “It’s all community driven.”

The focus of the Southwest Utah Community Land Trust is on attainable housing, Wilde said.

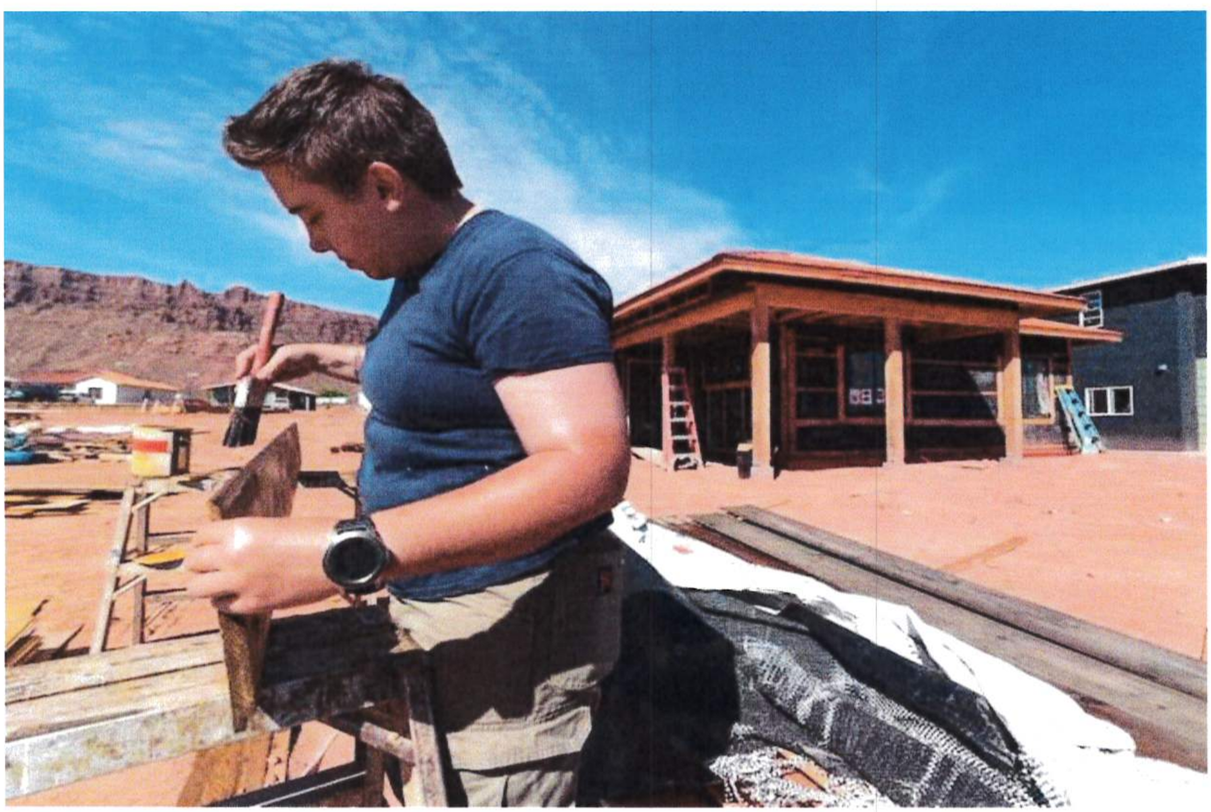
“These are people that would normally, if we weren’t in such a high cost market, be able to afford a home.”

Barriers

Funds are needed in the early stages of starting a community land trust, and having a dedicated staffer to start also helps.

“The other big thing is access to land for housing,” said Pickett, with Grounded Solutions.

Trusts can buy land, find a donor, or partner with local governments, which can sometimes repurpose vacant or underutilized land.



(Leah Hogsten | The Salt Lake Tribune) Natasha Bowen stains boards that will adorn the outside of her girlfriend, Madeline Wright's newly constructed home in Arroyo Crossing, at right, on May 16, 2023. Homeowners who are part of the Moab Area Community Land Trust say the project has created feelings of shared community and cooperation among neighbors.

Mortgages and financing for community land trust homes can also be tricky.

"We've been working for several years with Freddie Mac and Fannie Mae to have shared equity and community land trusts better integrated into the mortgage finance system," Pickett said.

Although creating a community land trust isn't simple or quick, the potential for the model to boost affordable housing stock for decades makes it appealing.

"We can't solve it all, but we need to make a significant contribution to reducing that deficit of affordability that is all across the country," Pickett said.

Back in Moab, Kari Taylor Schreck, 67, is an artist and Jay Schreck, 70, takes tourists on guided trips through the area's national parks.

They sold their home in Idaho in 2016 and moved to be close to their grown children, who also live in Moab. Although they had good credit and a fine income, owning a home in the community seemed impossible and rents were rising.

The Moab Area Community Land Trust provided the Schrecks with a way to stay, to be near their family and remain in a town with people they've come to love. Their monthly housing costs are about $1,200.

The couple has gotten to know the other families in the neighborhood who are also working to build their own homes. "Everybody works on everybody's roofs," Kari said, "and everybody works helping to install everybody's windows."

(Leah Hogsten | The Salt Lake Tribune) Arroyo Crossing homeowner and artist Kari Taylor Schreck got to pick out many features of the home she shares with her husband, including the color, May 16, 2023. The Schrecks moved to Moab to be closer to their adult children, and found the Moab Area Community Land Trust fit their needs.

Arroyo Crossing — still bustling with construction — provides more than just affordable housing. There are children and grandparents. People starting families. Artists and river guides.

The ties and sense of place that so often dissolve when money floods a town are strengthening. It is a community. A place to call home.

Those in Salt Lake County can find resources on Neighbor Work Salt Lake here and information on the city's home buyer program here.

People across Utah can find loan information and assistance at the Utah Housing Corporation page here.

HOUSING DEVELOPMENT CORPORATION OF SALT LAKE CITY
COMMUNITY LAND TRUST POLICY
Approved: ________, 2025

1.0 INTRODUCTION

1.1 General. This Community Land Trust Policy (the "**Policy**") is established for the Housing Development Corporation of Salt Lake City (the "**Corporation**"), an affiliate of the Housing Authority of Salt Lake City (the "**Authority**"), by action of the Corporation's Board of Directors (the "**Board**") on June 30, 2025.

1.2 Purpose. The Corporation will purchase land and homes for use in the Corporations' Community Land Trust ("**CLT**") program. This program will ensure that homes in the program stay affordable for the families living in them for perpetuity. Homes that are placed into the CLT program can be purchased by low or moderate income homebuyers or other homebuyers meeting criteria established by the Corporation, while the CLT maintains ownership of the land itself. This allows the Corporation to preserve the homes affordability into the future while still allowing the buyers to build equity in their home. The homes assisted will be based on area median income ("**AMI**"), rather than geographic location.

2.0 GENERAL PROVISIONS

2.1 General. The Corporation shall, through the adoption of this Policy:

2.1.1 Provide housing for low and moderate income people that is safe, secure and affordable.

2.1.2 Provide affordable homeownership opportunities for low and moderate income people, while preserving the quality and affordability of homes for future low and moderate income residents of the community.

2.1.3 Combat community deterioration in economically disadvantaged neighborhoods by promoting the development, rehabilitation, and maintenance of decent housing in these neighborhoods; by promoting economic opportunities for low or moderate income residents of these neighborhoods; by making land available for projects and activities that improve the quality of life in these neighborhoods; and by assisting residents of these neighborhoods in improving the safety and well-being of their community.

2.1.4 Protect the natural environment and promote the ecologically sound use of land and natural resources and the long-term health and safety of the community.

2.1.5 Lessen the burdens of government by entering into agreements to preserve the affordability of housing made affordable through government subsidies or policies.

2.1.6 Assist the Housing Authority of Salt Lake City, Housing Assistance Management Enterprise, and affiliated thereof in their efforts to increase the supply of permanent affordable housing in the community. The Corporation may partner with such entities to fulfill the purposes set forth herein.

2.2 Application. This Policy applies to all land or property owned by the Corporation that is intended to be used in connection with the CLT program.

2.3 Exclusions. This Policy does not apply to the projects owned by the Corporation known as Riverside and Ben Albert, which were acquired by the Corporation prior to the adoption of this Policy.

Commented [CH1]: Confirm that there are no other HDC-owned projects that should be excluded from this Policy

2.4 Definition.

2.4.1 The term "community land trust," as used in this Policy, means a nonprofit organization (in this case, the Corporation) that owns land within a community and uses that land to provide affordable housing in perpetuity.

2.4.2 The term "community," as used in this Policy, means the boundaries of Salt Lake City, Utah.

Commented [CH2]: While HDC does not have the same express jurisdictional area of operation limits as HASLC, we recommend keeping the territorial limits of HDC's program to SLC given the close affiliation with HASLC, but let us know if you would like this to be expanded

2.4.3 The term "low income," as used in this Policy, means households earning below 80% AMI.

2.4.4 The term "moderate income," as used in this Policy, means households earning between 80-120% AMI.

2.5 Changes in Laws and Regulations. This Policy is intend to comply with all federal, state, and local laws in relation to the operation of a CLT program. In the event an applicable law or regulation is modified or eliminated, or a new law or regulation is adopted, in relation to the CLT program, the revised law or regulation shall, to the extent inconsistent with this Policy, automatically supersede this Policy.

3.0 STEWARDSHIP OF THE LAND

3.1 General. The Board shall oversee the use of land owned by the Corporation and shall convey the right to use such land so as to facilitate access to the land and affordable housing by low and moderate income people. In so doing, the Board shall be guided by the following principles:

3.1.1 The needs of potential lessees and a just distribution of land use rights.

3.1.2 Preservation of affordable access to land and housing for future low and moderate income residents of the community.

3.1.3 Promotion of the long-term well-being of the community and long-term health of the environment.

3.2 Encumbrance of Land. The decision to mortgage or otherwise encumber land owned by the Corporation shall require the approval of the Board. Any such encumbrance shall be subordinated to any ground leases relating to such land.

3.3 Sale of Land. The sale of land owned by the Corporation for the CLT program does not conform with the purpose of the Corporation. Accordingly, land shall not be sold except in extraordinary circumstances.

4.0 RESTRICTIONS ON LAND

4.1 General. The housing units will be reserved for income qualified applicants who have low or moderate incomes or otherwise meet the criteria established by the Corporation. The qualified buyers will purchase a restricted equity stake in the housing units at reduced initial purchase prices. The Corporation will maintain the long-term affordability of the units through this shared equity model that maintains some ownership rights for the Corporation (through continued Corporation ownership of the land the home is built on or other deed restrictions) in the property and places restrictions on the resale of the units only to qualified buyers at reduced costs. The qualified buyers agree to sell the home at a restricted price, but may be able to realize some appreciation from improvement they make while living in the home and the general increase in property values over time. The Corporation will establish criteria for qualified homebuyers along with the associated purchase and resale restrictions.

5.0 FUNDING AVAILABILITY

5.1 General. Before initiating any land acquisition, the Corporation shall ensure that there are sufficient funds available to cover the anticipated cost of the acquisition. The Corporation may raise funds on behalf of itself, the Housing Authority of Salt Lake City, Housing Assistance Management Enterprise, and their affiliates, in furtherance of the purposes set forth in this Policy and in accordance with its Articles of Incorporation, Bylaws, federal, state, and local laws applicable to the Corporation.

6.0 CONTRACTING

6.1 General. In furtherance of the purposes set forth in this Policy, the Corporation may:

6.1.1 Enter into contracts and agreements for products, professional services, and other goods and services.

6.1.2 Enter into leases, subleases, ground leases, master leases, and other similar agreements.

6.1.3 Enter into loan and other financing agreements.

6.1.4 Partner in limited liability companies, limited partnerships, or other entities in pursuing projects aligned with the purposes set forth in this Policy.

6.1.5 Enter into any other contracts, agreements, partnerships, or other ventures in accordance with its Articles of Incorporation, Bylaws, federal, state, and local laws applicable to the Corporation.

7.0 FAIR HOUSING AND AFFIRMATIVE MARKETING

7.1 General. The CLT program will strive to ensure fair and equal housing opportunities for all and the affirmatively further fair housing. The tenets of the CLT program shall include:

7.1.1 Equal consideration is a fundamental principal of the CLT program, where access to housing is based upon qualification without discrimination because of race, color, sex, religion, national origin, physical or mental disability, familial status, age, ethnic background, political affiliation, sexual orientation, gender identity, veteran status, receipt of public assistance, or any other protected characteristic as established by law.

7.1.2 The CLT program will advertise its housing opportunities through a wide range of means with the goal of reaching the broadest possible range of potential homebuyers.

7.1.3 The fair housing logo shall be prominently displayed on any CLT program website, on applications for housing, on flyers, and in advertisements for rental apartments or houses for sale.

7.1.4 The CLT program shall strive to have the homebuyers represent—at a minimum—the demographic characteristics of the service area.

8.0 BOARD APPROVAL OF ACTIONS UNDER THIS POLICY

8.1 General. Other than approval of this Policy, approval by the Board is not required for any acquisition of land for use in the CLT program under $5,000,000. Rather, it is the responsibility of the President to ensure that all CLT program related actions are conducted in accordance with the policies and procedures contained herein.

~~Commented [CH3]: Please~~ adjust if you feel this is too high or low

9.0 OTHER POLICIES

9.1 General. This Policy supersedes all prior policies, written or oral, heretofore adopted by the Corporation. All prior actions taken by the Corporation under any prior policies, written or oral, are hereby affirmed and ratified. This Policy, to the extent permitted by law, may be amended, suspended, or repealed at any time by the vote of the Board.

10.0 IMPLEMENTATION OF ADDITIONAL PROGRAM CRITERIA

10.1 General. The policies and procedures contained in this Policy for the implementation of the CLT program are not all inclusive. The Corporation is authorized to develop additional policies, procedures, guidelines, and other criteria as approved by the President to implement this Policy.

RESOLUTION OF THE BOARD OF DIRECTORS
OF THE HOUSING DEVELOPMENT CORPORATION OF SALT LAKE CITY
(COMMUNITY LAND TRUST POLICY ADOPTION)
RESOLUTION # 878-2025

RESOLUTION OF THE BOARD OF DIRECTORS OF THE HOUSING DEVELOPMENT CORPORATION OF SALT LAKE CITY (THE "***CORPORATION***") APPROVING AND AUTHORIZING CERTAIN ACTIONS OF THE CORPORATION RELATED TO: (I) ESTABLISHING AND OPERATING THE CORPORATION AS A COMMUNITY LAND TRUST (THE "***COMMUNITY LAND TRUST***"); (II) ADOPTING A COMMUNITY LAND TRUST POLICY (THE "***POLICY***"); (II) RATIFYING ALL ACTIONS OF THE CORPORATION IN CONNECTION WITH THE ESTABLISHMENT AND OPERATION OF THE COMMUNITY LAND TRUST, THE POLICY, AND RELATED MATTERS TO DATE; AND (III) TAKING OF ALL OTHER ACTIONS NECESSARY FOR THE ESTABLISHMENT AND OPERATION OF THE COMMUNITY LAND TRUST AND ADOPTION OF THE POLICY CONTEMPLATED BY THIS RESOLUTION AND RELATED MATTERS

WHEREAS, the Housing Authority of Salt Lake City (the "***Authority***") is a public body corporate and politic created pursuant to the provisions of Title 35A, Chapter 8, Part 4, Utah Code Annotated, as amended (the "***Act***"); and

WHEREAS, the Act authorizes the Authority to prepare, carry out, and operate projects and provide for the acquisition, construction, reconstruction, rehabilitation, improvement, extension, alteration or repair of any project within its area of operation; and

WHEREAS, the Corporation is an affiliate of the Authority and the Corporation desires to (i) establish and operate the Corporation as a Community Land Trust within the boundaries of Salt Lake City, Utah and (ii) adopt the Policy.

NOW, THEREFORE, BE IT RESOLVED BY THE BOARD OF DIRECTORS OF THE HOUSING DEVELOPMENT CORPORATION OF SALT LAKE CITY, AS FOLLOWS:

RESOLVED that the Corporation is hereby authorized, empowered, and directed to establish a Community Land Trust program, operate as a Community Land Trust for all property owned, leased, or for which the Corporation has another ownership interest in such property for the purposes of the Community Land Trust program in accordance with the Policy, adopt the Policy and any other applicable documents required in connection with the Policy, subject to finalization of certain terms and modifications as may be approved by the Corporation's President and which are not inconsistent with the intent and terms of this Resolution; and it is further

RESOLVED that any previous actions taken by the Corporation or any of its officers or employees relating to the establishment, management, and operation of the Corporation as a Community Land Trust, the adoption or application of the Policy, or any other matters set forth in this Resolution including, but not limited to, the prior execution and delivery or furnishing of documents and materials by the Corporation are hereby authorized, consented to, ratified and confirmed, and to the extent any such previous actions of the Corporation are contrary to this resolution, such prior actions are hereby repealed and replaced with the provisions hereof; and it is further

RESOLVED that the Authority is hereby authorized, empowered, and directed to take such further steps and acts as may be necessary to effectuate the foregoing; and it is further

RESOLVED that the Corporation's President and/or any approved designee by such President (the "***Authorized Officer***") is hereby authorized to execute, attest, seal and deliver all documents required in connection with the purposes set forth in this Resolution in the form approved by the Authorized Officer and the Corporation's legal counsel, provided the terms of the documents are not materially inconsistent with the provisions of this Resolution and the authorizing statute and bylaws of the Corporation; and it is further

RESOLVED that the Authorized Officer is hereby authorized and directed to execute and deliver all additional certificates, documents and other papers and to perform all other acts they may deem necessary or appropriate to implement and carry out the matters authorized in this Resolution and the documents authorized and approved herein; and it is further

RESOLVED that if any provision of this Resolution should be held invalid, the invalidity of such provision shall not affect the validity of any of the other provisions of this Resolution.

PASSED AND APPROVED BY THE BOARD OF COMMISSIONERS OF THE HOUSING DEVELOPMENT CORPORATION OF SALT LAKE CITY THIS ___ DAY OF ______, 2025.

____
Board Chair

____
President

Approved as to form by:

Gilmore & Bell, P.C.

____

(Signature Page to Resolution (HDC) – CLT Policy)

Housing Development Corporation
Staff Report

Report Provided by: Deputy Executive Director, Kim Wilford and CFO, Jennifer Nakao
Department: Finance

Item: Account Reconciliation (Write-Offs) Through April 2025

August 25, 2025

Housing Development Corporation

BACKGROUND:
The Housing Development Corporation (HDC) conducted a reconciliation of our uncollected receivables or 'bad debt' for all past due accounts *through April of 2025*. HDC usually incurs this debt when a tenant or participant leaves one of the many HDC programs owing a balance. The debt may arise from excessive damage to a unit, unpaid rent, legal costs, or unreported income. There are also instances where a property owner is overpaid rental assistance payments and has not repaid the amount.

ANALYSIS:
This bad debt write-off includes debts owed to HDC through April 2025. Staff will request approval of write-offs in February, May, August, and November each year. An "Allowance for Bad Debt" is estimated annually and budgeted accordingly. The charges related to the write-off are categorized below:

	Total
Rent	$ 0.00
Maintenance	$ 0.00
Legal	$ 0.00
Other	$ 0.00
Methamphetamine	$ 3,376.13
Total	**$ 3,376.13**

FINANCAL IMPLICATIONS:
Staff are recommending a write-off amount of $3,376.13. HDC procedure is to write off vacated balances over 90 days.

Note that we continue to take action to collect these losses regardless of the write-offs.

RECOMMENDATION:
A motion to approve the bad debt write-off amount of $3,376.13 under the provision that collection attempts will continue internally and through NAR, our external debt recovery agency.

HOUSING AUTHORITY OF SALT LAKE CITY

BAD DEBT RECONCILIATION REPORT Q3 2025

Program / Property Number	Rent	Maintenance	Legal	Meth	Other	Stop Payment	S8 Payback	Land Lord Over Payment	URP Overpayment	AU/fraud	Total FY25 Q2
NON-PROFIT											
Project HAME 250-256	-	-	-	-	-	-	-	-	-	-	-
Project HAME 250-257	1,755.66	-	-	-	-	-	-	-	-	-	1,755.66
Project HAME 250-330 330 North	-	-	-	-	-	-	-	-	-	-	-
Project HAME 250-420 Pacific Ave/Heights	-	-	-	-	-	-	-	-	-	-	-
Project HAME 250-640	-	-	-	-	-	-	-	-	-	-	-
Project HAME 250-771 South	-	-	-	-	-	-	-	-	-	-	-
Project 276-9th East Lofts	-	-	-	-	-	-	-	-	-	-	-
Project 450-rad RendonTerrace	1,509.00	-	-	4,180.00	-	-	-	-	-	-	5,689.00
Project 600-601 -Riverside	-	-	-	3,376.13	-	-	-	-	-	-	3,376.13
Project 608 -Ben Albert	-	-	-	-	-	-	-	-	-	-	-
Project 609 -Cantebury	-	-	-	-	-	-	-	-	-	-	-
Non-Profit Total	3,264.66	-	-	7,556.13	-	-	-	-	-	-	10,820.79
PUBLIC HOUSING											
406-Phillips Plaza	-	-	-	-	-	-	-	-	-	-	-
415-Rommey Plaza	-	-	-	-	-	-	-	-	-	-	-
Public Housing Total	-	-	-	-	-	-	-	-	-	-	-
HOMELESS / VETERAN PROGRAM											
251 Cedar Crest	-	-	-	-	-	-	-	-	-	-	-
260 Sunrise Metro	-	50.40	-	4,825.00	-	-	-	-	-	-	4,875.40
265 Pamela's Place	3,108.39	3,700.00	-	-	-	-	-	-	-	-	6,808.39
550-555 Duplex West Temple	-	-	-	-	-	-	-	-	-	-	-
556-553 Valor Apts	-	-	-	-	-	-	-	-	-	-	-
557 Freedom Landing	9,856.30	-	-	-	-	-	-	-	-	-	9,856.30
Homeless / Veteran Total	12,964.69	3,750.40	-	4,825.00	-	-	-	-	-	-	21,540.09
SECTION 8											
Grants	-	-	-	-	-	-	-	-	-	-	-
830 MOD Rehab	-	-	-	-	-	-	-	-	-	-	-
860 Section 8	-	-	-	-	-	-	-	18,887.00	-	-	18,887.00
S8 Total	-	-	-	-	-	-	-	18,887.00	-	-	18,887.00
Land Lord Over Payments											-
								-			-
Land Lord Over Payments total						-	-	-	-	-	-
Grand Totals	16,229.35	3,750.40	-	12,381.13	-	-	-	18,887.00	-	-	51,247.88
											-

	TOTAL	HAME	HASLC	HDC
RENT	16,229.35	4,864.05	11,365.30	-
MAINTENANCE	3,750.40	3,750.40	-	-
LEGAL	-	-	-	-
SECTION 8	-	-	-	-
OTHER	-	-	-	-
METH	12,381.13	4,825.00	4,180.00	3,376.13
LANDLORD	18,887.00	-	18,887.00	-
TOTAL	$ 51,247.88	$ 13,439.45	$ 34,432.30	$ 3,376.13

Housing Development Corporation Staff Report Report Provided by: CFO, Jennifer Nakao Department: Finance **Item: Fiscal Year 2025 Financial Statements through June** August 25, 2025	Housing Development Corporation

BACKGROUND AND METRICS:
This report covers **The Housing Development Corporation (HDC) property financial summary, comprised of two properties: Riverside (41 units) and Ben Albert (68 units).**

HDC properties report a net residual income of **$210,159**, just below the year-to-date budgeted net profit of $226,857 by $16,698. Year-to-date revenues for all programs and properties total $833,346, with expenses amounting to $623,187.

While revenues were $69,635 higher, there were $63,888 of unexpected costs. The majority of the costs were associated with Ben Albert for unexpected, extraordinary maintenance contract costs of $65,212 for the replacement of a hot water tank, multiple water storage tanks, and 20 feet of leaking pipes in the boiler room. The property does not anticipate additional expenses related to these repairs although these costs tend to fluctuate throughout the year. Ben Albert received $58,524 of insurance claims proceeds to help off-set some of the costs.

ANALYSIS:
A summary of operating revenues and expenses through June FY25 financials are detailed out in the subsequent pages. **As a nonprofit, our overall income and expenses remain on track with budgetary estimates.**

The attached financial statements show the comparison to the 2025 budget approved by the Board in September 2024.

Operating costs exclude depreciation, amortization, and capital expenses.

RECOMMENDATION:
Review and accept report. No vote required.

HDC (.fs600)

Ben Albert and Riverside Apartments

Budget Comparison

Period = Jun 2025

Book = Accrual ; Tree = qtr_bis1

		YTD Actual	YTD Budget	Variance	% Var	Annual	
3000-0000	INCOME						
3399-9999	OPERATING INCOME	680,958.00	694,740.96	(13,782.96)	-1.98%	1,389,482.00	
3499-9999	DONATIONS/INSURANCE PROCEEDS	58,524.41	-	58,524.41	100.00%	-	1
3699-9999	OPERATING INCOME OTHER	93,863.94	68,970.06	24,893.88	36.09%	137,940.00	2
3999-9999	TOTAL INCOME	833,346.35	763,711.02	69,635.33	9.12%	1,527,422.00	
4000-0000	EXPENSE						
4112-9999	ADMIN PAYROLL	153,943.53	189,483.54	35,540.01	18.76%	378,967.00	
4299-9999	ADMINISTRATIVE EXPENSE	94,555.16	88,286.46	(6,268.70)	-7.10%	176,573.00	
4339-9999	UTILITIES	72,009.49	73,762.02	1,752.53	2.38%	147,524.00	
4419-9998	MAINT/OPER PAYROLL	90,875.55	47,173.50	(43,702.05)	-92.64%	94,347.00	3
4429-9998	MATERIALS-ORD MAINT	29,886.13	19,456.98	(10,429.15)	-53.60%	38,914.00	
4440-9999	CONTRACT COSTS-ORD MAINT	75,673.40	77,269.62	1,596.22	2.07%	154,539.23	
4579-9999	OTHER GENERAL EXPENSE	28,588.06	29,560.02	971.96	3.29%	59,120.00	
4599-9998	OTHER GENERAL, PROP TAX	5,518.04	3,612.00	(1,906.04)	-52.77%	7,224.00	
4610-9999	EXORD EXPENSES	72,137.92	8,249.94	(63,887.98)	-774.41%	16,500.00	4
7999-9999	TOTAL EXPENSES	623,187.28	536,854.08	(86,333.20)	-16.08%	1,073,708.23	
8999-9999	NET PROFIT/LOSS	210,159.07	226,856.94	(16,697.87)	-7.36%	453,713.77	

Explanations for variances of $20,000 and 15% and anything deemed unusual.

1. Insurance proceeds were received in May on prior claims for Ben Albert. This is not expected to recur. We will review during the next budget revision.
2. The majority of the increase is related to maintenance charges at Riverside during April-June for meth related clean up.
3. The maintenance payroll is higher than budgeted for multiple properties due to some allocation errors recently identified. The agency wide maintenance payroll is accurate, but the agency is working to remedy the allocation issue. Once resolved, the prior periods will be corrected and reviewed.
4. The majority of the costs were associated with Ben Albert for unexpected, extraordinary maintenance contract costs of $65,212 for the replacement of a hot water tank, multiple water storage tanks, and 20 feet of leaking pipes in the boiler room.

Housing Development Corporation
Staff Report

Housing Development Corporation

Report Provided by: Deputy Director Zac Pau'u
Department: Property Management

Item: Key Performance Indicators (KPIs)
July 2025

August 25, 2025

Background:
The Property Management Department has developed Key Performance Indicators (KPIs) and associated metrics to monitor performance around essential activities. The tables below detail KPIs and metrics in focus for the 109 units Housing Development Corporation (HDC) owned properties. They also provide other informational data points to help identify deficiencies and make appropriate corrections. Similar reports have been provided to break out units owned and managed under the Housing Authority of Salt Lake City (HASLC) and Housing Assistance Management Enterprise (HAME). Units impacted by extraordinary circumstances such as methamphetamine remediation, flood, or fire that were previously excluded are identified as such in this report. Units impacted by outlying circumstances such as excessive extermination, excessive damage, or death are identified in this report as outliers.

Analysis:

KPI: Average Occupancy at the close of July 2025
Metric: >95% for stabilized properties

Average Occupancy	July
HDC	90.2%

Move-ins	July
HDC	6

Move-outs	July
HDC	4

Evictions	July
HDC	0

KPI: Work order completion
Metric >90%
For the month of July 90% of work orders submitted in the reporting period were completed.

Total Work Orders	July
HDC	109

Unit Turns Completed	July
HDC	6

KPI: Average Number of Days Vacant for July 2024
Metric: Average 20 days or less
The days vacant are calculated at move-in, calculating the average number of days from move-out to move-in.

	July
HDC	19

KPI: Tenant Aged Receivables (TARs)
Metric: 4% of Potential Rent or less.
In the previous month, HDC had a rolling accounts receivable (AR) balance of $3,525. We collected $3,525 resulting in a 100% collection rate.

For the month of July, the total reoccurring charges for HDC-owned properties amounted to $107,198 with a 1% delinquency rate. At the end of July, the combined amount owed for HDC owned properties was $1.325.

Financial Impact:
Account Receivables Owed
"Payback Agreements" reduce current rental collections, so they prevent evictions and subsequent costs. We continue our efforts to assist residents by pursuing financial relief through prevention funding which comes from federal Emergency Rental Assistance (ERA) and Community Reinvestment Act (CRA) awards.

Action Recommended:
This report is for information, as an update – no action is needed.

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